

Good Government Focus Area



Introduction:

The City of Tucson is committed to serving our diverse community by providing efficient services, in the most cost-effective manner. To be successful in each of the other five focus areas - Transportation, Neighborhoods, Downtown, Economic Development, and Growth- we must ensure that effective support services are provided within the organization. The focus area of Good Government includes projects that support improved customer service; enhance employee learning, growth, and productivity; expand the use of technology; and improve partnerships.

When the City received citizen input on service quality in a recent survey, there was notable room for improvement. Survey participants were asked to rate the overall quality of services provided by the City, and only 49% rated the organization “excellent” or “good.” The City is committing to become more effective and efficient in our work, and to increase communication and engagement opportunities with citizens on the return they are receiving from their taxes.

As our city grows, so does the demand for services. Data on all fronts show that City revenues are not keeping pace with this increased service demand. Finding better and cheaper ways to deliver services will continue to be a driving force of our workforce. While efficiencies can help raise service levels without new revenue, it will not be enough to close the gap between what is desired by community members and what they are currently willing to pay for. The City needs to continue efforts started in FY04 with the 5-Trends Report and the Citizen Finance and Service Review Committee.

In summary, the Good Government area is focused on managing the City’s human, financial and information resources to reach the goal of providing quality services in a cost-effective manner. The City is dedicated to the work ahead that further contributes to Tucson being a wonderful place to live.

1. *Improved Customer Services* – by positioning the City to provide the highest level of customer service to city residents and the community at large.
2. *Prepared Workforce* – enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.
3. *Fiscal Responsibility* – optimize the streamlining of organizational processes to ensure quality services and fiscal responsibility.
4. *Expand Use of Technology* – by capitalizing on technology to improve service and increase efficiency, ensuring public and employee safety, exercising appropriate environmental stewardship and providing greater information access.
5. *Strengthen Partnerships* – by building a strategic network of partnerships that aim at bettering community life, eliminating redundant services and stretching the value of the taxpayer’s dollars.

During FY 2004, the following Priority Projects were completed in the Good Government Focus Area:

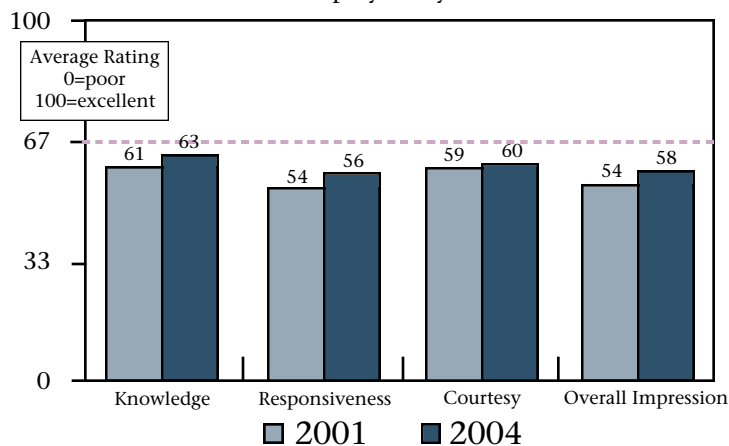
- Administered a citizen survey to gauge perceptions of City performance
- Revised the City’s Procurement Code and Procedures to ensure purchasing processes are as efficient and as fair as possible
- Continued to implement and refine the citizen referral system, STAR, to improve communication between citizens and city staff
- Created a self directed health care program for city employees
- Updated the Civil Service rules to improve their effectiveness
- Upgraded the City’s automated financial and accounting system to a web-based application
- Created a facilities management cost allocation system to significantly reduce paperwork and improve our cost tracking and billing system.

1. Improved Customer Services – by positioning the City to provide the highest level of customer service to city residents and the community at large.

Priority Projects:

Citywide Performance Measures – The performance measurement project will develop meaningful ways to measure the effectiveness of city services and link performance information to the city's budget. The use of performance measures in this way will allow the City to evaluate its programs, make decisions about funding and service levels, and show citizens what services they receive for their tax dollars.

Rating of Contact with the City of Tucson Employees by Year

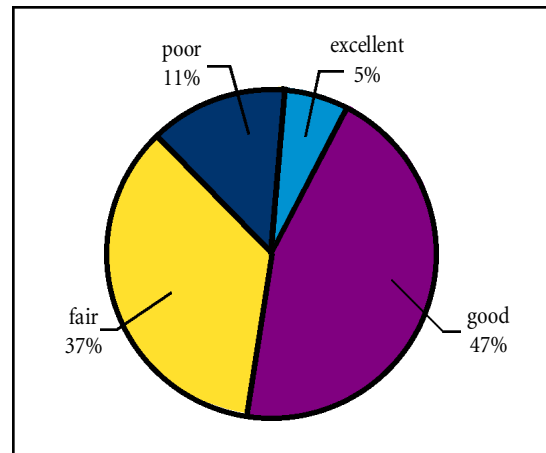


STAR (Shared Tracking Assignment & Review)

The City's automated constituent relationship management pilot program, STAR, is focused on accountability to citizens, by appropriately assigning, tracking, and reviewing the City's responses to constituent-initiated contacts. The project's objectives are to provide timely service, communicate constituents' views on the issues, identify issues about which citizens want more information, and improve service quality. This project is part of concerted, long-term effort to encourage constituents to join the conversations about community issues.

Efficient and Effective Government – Since FY 2001, the City has developed programs to promote continuous efficiency and effectiveness improvements in departments. The Management and Budget Department works with departments to identify areas for efficiency improvements. The Police Department has received national accreditation, and efforts are underway in the departments of Transportation, Water, General Services and Environmental Services to obtain national accreditation.

Overall Quality of Service Provided by the City of Tucson in 2004



Implement pCard System – The City is establishing a comprehensive procurement card (pCard) system that incorporates innovative technologies to streamline its purchasing and payment processes. During FY 2005, the City will conduct a pilot program and based on that experience, finalize procedures and implement the P-Card on a citywide basis.

Finance Support for Parks and Recreation Budget Initiative – The Finance Department has established a line of credit with the Bank of America to provide cash flow for the purchase of Parks & Recreation capital items during FY 2005. These items include an irrigation system (\$50,000), exercise equipment (\$110,000), and a bromine ozone pool cleaning system (\$350,000).

2. Prepared Workforce – enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.

Priority Projects:

Learning Management System – The Human Resources Department will acquire a turnkey learning management system (LMS) software application to improve the administration of the employee training program. The automated LMS system will allow the City to:

- create on-line course catalogs
- register course participants
- record data from learners
- manage training assignments
- process changes to the training curriculum
- offer on-line testing and other E-learning opportunities, and
- provide report creation tools.

This system will allow the city to improve employee training and more efficiently use its limited employee training funding. LMS is a foundation for establishing an Employee University for the City and it is integral for other programs such as Succession Planning, Core Competencies, Performance Management, Resource Management, Planned Learning, Blended Learning, and On-Line Testing.

Succession Planning - The aging of the City's workforce has become a critical issue, emphasizing the need for Succession Planning. Many of our employees are in the Baby Boomer and Silent Majority (Traditional) Generations. Also, there has been a decline in the U.S. birthrate over the last two decades that reduces the number of potential candidates for future City recruitments. Succession Planning identifies potential succession gaps and future staffing needs within the organization. As an example, about 32% of the Fire Department's workforce will be eligible for retirement within the next five years. Succession Planning will ensure the smooth continuation of services by establishing a process to replace key staff over time. It has the added benefit of providing an inventory of the skilled resource we already have available throughout the City organization.

3. Fiscal Responsibility – optimize the streamlining of organizational processes to ensure quality services and fiscal responsibility.

Priority Projects:

Development of the FY07-08 Strategic Plan –

The purpose of this project is to continue the City's strategic planning progress, which focuses our organizational efforts on Tucson's greatest needs and opportunities. By beginning in FY2005 the process for the FY07-08 plan we will further integrate the City's strategic plan with the budget document and performance measures. Planning may involve focus groups, surveys, constituent data analysis, and Mayor and Council retreats. The result will be a FY07-08 strategic plan that reflects the vision of the Mayor and Council providing specific guidance to City management and staff.

Alternative Work Schedules – This project will evaluate current alternative work schedule processes used by the City, benchmark best practices, and recommend changes to City policies governing the use of alternative work schedules. The revised program will focus on improving customer service and increasing employee productivity, and it will include streamlined approval processes and other features to ensure a successful alternative work schedule program.

Employee Benefits Program – The Mayor and Council requested a survey comparing the City's medical, pharmacy, and retirement benefits and costs to other public employers in the Phoenix and Tucson areas. The survey will compare plan designs, costs, contribution strategies, employee populations, and Arizona State Retirement System participation. The survey results, to be presented to the Mayor and Council in early 2005, will offer benefit and contribution strategies to share increases in health care costs.

Implement Wellness Strategic Plan - The cost of health insurance continues to increase at double-digit rates. These cost increases have traditionally been managed through negotiation with insurers and by increasing City and employee contributions. It has become more imperative that we empower employees to make educated decisions about their health. The Wellness Strategic Plan provides programs and activities to educate employees on the many ways to improve their health habits, thereby improving performance and reducing the costs associated with absenteeism and presenteeism. Performance measures have been established to gauge the successes of the first year of this new proactive approach to employee health.

Environmental Service Utility Conversion – This project is a joint effort of Tucson Water and the Environmental Services Department to support the financial, organizational, and customer service consequences of introducing an environmental service fee and the transition of Environmental Services to an Enterprise Fund department.

Short-term elements of the project include:

1. Billing Systems
2. Call center and customer service training
3. Public education and outreach
4. Policy revision for commercial customers
5. Policy revision for mobile home parks and town homes
6. Creation of a low-income program

Longer-term elements of the project include:

1. Creation of a lifeline rate
2. Expansion of the Environmental Services Advisory Committee
3. Reengineering of work processes and organizations
4. Redesign of managerial structure

Consolidation of Deferred Compensation Program Providers - The City is planning to consolidate the three provider system used to offer investments to deferred compensation members, from two private firms and an in-house city program to a single outside provider. The primary objective is to lower fees to participants while maintaining an adequate array of investment options for retirement savings. Doing so will reduce staff time spent overseeing three plans and should allow for more education outreach to employees and additional pre-retirement savings.

Evaluation of Budget Systems – The City will evaluate performance budgeting systems and methods, seeking better and meaningful ways to benchmark and measure the effectiveness and efficiency of city services and to link that performance information to the budget process. The City will also explore the feasibility of other budget mechanisms, such as gainsharing, that will allow departments to be rewarded for under spending their budgets in one year by using those funds in the next year.

4. Expand Use of Technology – by capitalizing on technology to improve service and increase efficiency, ensuring public and employee safety, exercising appropriate environmental stewardship, and providing greater information access.

Priority Projects:

E-Government - moving beyond efficient and effective government – The City continues to use technology to improve the access of citizens to their governments. There are more than 75 forms and services now available through the City's web site, www.tucson.az.gov and web-based services will continue to expand. Citizens will be able to pay water and environmental services bills, register and pay for Parks and Recreation classes, and request other services online. The city will also identify other ways to make government more accessible to the citizens. Program such as STAR, Tucson 12's "12 Answers", and the online discussion forums will be created to better meet the information needs of the community.

Procurement System Upgrade – OPIS, the City's online procurement system since March 2001, provides complete online procurement system functionality (requisitions, workflow management, approval processing, document routing, vendor registration, direct ordering from contracts, purchase orders, change orders, and data management). The original system was comprised of two separate parts – a web application and a client/server application – provided by a single vendor. The vendor is in the process of merging these two systems into a single product that will eliminate the need for the client/server application. This upgrade will allow the Procurement Department to improve its effectiveness, and other City staff will benefit from improved procurement processes.



Public Safety Communications - Radio Replacement – Tucson and Pima County are working together to plan and build an interoperable radio communication system for the community's first responders, one of the most important homeland security programs a community can undertake. The system will equip police officers, fire fighters, and other first responders with a communication system that will work between agencies, something the current system does not provide. This multi-year project will build a wireless infrastructure capable of meeting our voice and data communication needs.

During FY 2005, the City will work on three of its own projects to improve public safety communication. A wireless vehicle tracking system will come online that will ensure the dispatch of the nearest fire and medical resources. The City will also begin the first phase of operation of a wireless network delivering critical information to first responders in the field. Finally, we will begin construction on one of the foundation pieces of the radio system, a digital microwave network.

Implementation Project for New Automated Fleet Management Information System –

General Services' Fleet Services, Fire Maintenance, and Tucson Water Equipment Maintenance will replace their current antiquated fleet maintenance management system with Synergen Series' asset management system/maintenance management system. This system will provide greater access to data to help manage work more efficiently, develop and establish consistent work rules and procedures for system operations, allow flexibility to accommodate business needs, and track maintenance costs so decisions can be made with more complete and accurate information. Using Synergen Series also adds value to a license already owned by the City and it creates an enterprise approach for future implementation.

5. Strengthen Partnerships – building a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

Priority Projects:

Provide pCard to other municipalities –

The City intends to establish a comprehensive procurement card (pCard) system that will incorporate innovative technologies with existing technology and will streamline procurement and accounts payable transactions and processes by providing a more efficient purchase and payment mechanism. In FY 2005, the City will first implement the system internally and then seek cooperative purchasing agreements with other municipalities to increase the cumulative spending under the contract that will result in financial incentives to the City.

Library Governance – Discussion among City and County staff, the City of Tucson Mayor and Council and Pima County Board of Supervisors will be sought to provide an adequate, dedicated regional funding source for Tucson Pima Public Library. Divergent ideas about service priorities, library location types of library and who makes decisions for the system will be addressed.

